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Good Process

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## Office Memorandum • UNITED STATES GOVERNMENT

TO : Assistant Director, National Estimates

DATE: 22 August 1952

FROM : 

SUBJECT: The Role of Appendices in NIE's.

1. I would like to offer the following thoughts on Appendices in the hope they may be of some use.

a. Shouldn't our policy on length be flexible? I suggest that we would not want to establish any fixed rules. Of course we want to keep NIE's as brief as possible, but this may not be desirable in special cases, where the paper really needs an appendix.

b. We should be guided wherever possible by the needs of our consumers, not just the views of the intelligence agencies. Our chief consumer, the NSC, wants more supporting data; it wants to be convinced, not to receive a bare opinion. Moreover, I strongly doubt whether the theater commanders, etc. are as concerned about length as G-2 says they are.

c. Moreover, we fail to see why the presence of a brief appendix or two at the end of the paper necessarily commits anyone to read it. The theater commander or high policy maker need only read as far as they want, but the appendix is there for the reader who does want further information.

d. There is absolutely no point in issuing such brief appendices separately. They are not self-contained and, if they were separated, the connection between them and the estimate would be lost. Moreover, they are just not big enough (seldom more than 7 printed pages at the outside) to justify the expense of separate production.

e. With specific reference to the North African paper, the appendix is not just a tacked-on compendium of basic facts, but an integral part of the text. It is wholly incorrect to call it a "baby NIS". It covers current political problems in no less than six different areas within only 20-odd double-spaced pages, and is thus very highly compressed. It was designed specifically to avoid the necessity for a long section on the

*I understand  
the three service  
agencies will  
recommend at  
the IAC the  
deletion of  
Appendices to  
NIE-64*

*CRS*

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"Current Situation" which would interrupt the flow of the estimate. We believe that the brief Appendix covering the highlights in each area is indispensable to a real understanding of the complex North African problems covered in NIE-69.

2. I believe that we will be sharply limiting our estimative flexibility if we insist that every paper, regardless of subject or complexity, be so brief that we cannot properly develop the key points. Shouldn't we shoot for the IAC approval of the principle of flexibility within the general understanding that NIE's will be as brief as feasible, but with each case being decided on its merits?

3. Since [ ] is one of the strongest proponents of more supporting data in a paper, may I suggest that we enlist his support in convincing the DCI in this case.

